State of North Carolina
Office of the State Chief Information Officer
Enterprise Technology Strategies

Michael F. Easley, Governor   **George Bakolia, State Chief Information Officer**

MEMORANDUM

To: Members of the TAPCC

From: Michael Fenton

Date: September 26, 2003

Subject: New Project Certification Templates

A little over a year ago, the IRMC adopted the *Implementation Framework for Statewide Projects – 10 Best Practices and 35 Standards.* At that time, the ETS staff pointed out the need to review the IRMC's Project Certification Procedures for possibilities to streamline the process and make it more useful and easier for the agencies, while providing better and more relevant information to the TAPCC. The present process was approved in 1998 and updated in early 2001. Within the last several months, ETS staff has been working with representatives of the ITMAC, the CIOC, and the IRMC to develop an improved process that responds more appropriately to the problems, challenges, and budget and governance environments of the state's projects, while taking advantage of the lessons learned from recent relevant experiences.

The two forms under this tab have been created from much research and deliberation in a collaborative manner. ETS staff and the agency participants recommend your approval for using them as a pilot effort for future projects. If they prove satisfactory and beneficial to the TAPCC and the agencies, the associated project certification procedures will be revised and presented to you for approval at a later time. The balance of this memorandum is organized in the following sections:

- Objectives of the new process.

- Key Principles of the new process.

- Overview of the new templates.

- Next steps.

Objectives of the New Process

Key objectives of the new process are listed as follows:

- **Identify and inventory IT projects and activities that fall below the current threshold for project certification** – This provides the TAPCC, the State CIO, and interested parties a current and comprehensive inventory of significant IT related efforts. This information is useful to the agencies in identifying like or similar efforts to prevent unnecessary duplication and for the IRMC to obtain a better understanding of the depth and breadth of IT activities in the state.

- **Integrate agency project planning and management efforts with IRMC oversight requirements** – Work done for the TAPCC and information submitted to the IRMC should be the same that is useful for or needed by the agencies in planning and managing their projects. Theoretically, project staff should not have to perform any additional work for the TAPCC than it would need to do to ensure agency management that each project is well planned, properly managed, and accurately and timely reported.

- **Provide the TAPCC with more succinct, timely, and accurate information that is sufficient for it to perform its monitoring and oversight responsibilities** – This should enable project staff to be more efficient and effective in preparing reports for the TAPCC, while minimizing the volume of information that is submitted to the IRMC. While the TAPCC notebooks will become slimmer, where appropriate, more detailed information will be available on the IRMC Web site.

- **Provide initial and updated information to the TAPCC when it is known and available from the position of each project in its life cycle, rather than trying to 'create' facts before they are known** – The present process requires some information that is irrelevant to the decisions being made and/or not available. The new process will allow this information to be presented to the TAPCC at more appropriate times, as the projects progress through their life cycles.

- **Offer information to the ETS staff that is more relevant, timely, and useful in accomplishing its duties and responsibilities to the IRMC and the State CIO** – Some of the present certification material submitted by the agencies is not relevant to the analysis work performed by ETS staff, and it is onerous to prepare by the agencies. Equally important, some information desired by ETS staff and useful to both the TAPCC and the agencies is excluded from the present templates.

Key Principles of the New Process

Key principles of the new process are listed as follows:

- **Summary information will be submitted to ETS staff and reported to the TAPCC** – Each project is expected to maintain detailed work papers as described in the *Implementation Framework for Statewide Projects – 10 Best Practices and 35 Standards.* These will be available for review by ETS staff and IRMC members upon request.

- **The ETS staff will become more involved with agency project staff through its validation and verification role** – A major shortcoming of present practices is that the ETS staff is performing primarily 'paper' reviews of agency submission documents. For the monthly status reports, the data is at least one-month old, and the standard information may not be sufficient to identify potential problems early and accurately. The closer relations with agency project teams will assist the ETS staff in performing its review and analysis responsibilities for the IRMC and preparing its reports and recommendations to the TAPCC. This approach also will enable the ETS staff to be more helpful to the agencies and their QA staffs and project teams.

- **Where appropriate, agencies will be allowed to submit to ETS staff and report to the TAPCC project certification and monthly status information in the standard formats of their project management systems** – Several agencies have or are adopting industry recognized project management and reporting systems. The standard reports provided by these systems generate industry accepted information and statistics that should be acceptable to ETS staff and the IRMC. Use of these reports by the TAPCC results in the ultimate congruency in agency internal reporting with IRMC mandated reporting.

- **There is only one threshold for project certification, and it is total project cost greater than $500,000.** This cost includes all sources of funds, and it includes internal agency personnel costs.

Overview of the New Templates

The **Project Registration Report** is a new document, and it has two purposes. One, it is used to notify the TAPCC as early as possible that the agency is planning a project that may require certification at some future time, but not all information necessary for requesting certification is available now. This responds to the question

of when should a project come to the TAPCC. The answer is as early as any relevant information is known, regardless of how summary or cursory it is. The second purpose is to notify the TAPCC of IT endeavors being anticipated or carried out by agencies that are below the threshold for project certification. This information will be used to populate the comprehensive repository of IT efforts in state government.

The **Project Charter** replaces the present charter, and it contains the information that is submitted to the ETS staff and provided the TAPCC for IRMC project certification. Note that much of the information is summarized, with details available from project work papers. ETS staff will review supporting material to verify its existence and evaluate its appropriateness, comprehensiveness, and quality. The new template is anticipated to be easier to prepare by the agencies, more useful to the project teams and agency management, better for providing the information desired by ETS staff, and more relevant to TAPCC members in evaluating the capabilities and preparedness of the agency and project team to conduct the project successfully.

Next Steps

If the proposed new templates are approved for use as a pilot effort, the work groups will continue to refine the new project registration/certification process and develop revised procedures for submission to the TAPCC for approval.

I will be glad to respond to any questions you may have.

PROJECT REGISTRATION REPORT

1. GENERAL INFORMATION

Department/Agency: Division/Office:

Project Name: Project Acronym:

Business Sponsor:

Project Contact Name:

Project Contact Phone Number:

Project Contact E-Mail Address:

Estimated Start Date: MM/DD/YYYY   Estimated End Date: MM/DD/YYYY

Estimated Cost: $

Risk Profile Result: High   **O**   Low   **O**

Follow-on Project(s) Anticipated: Yes   **O**   No   **O**

2. PROJECT DESCRIPTION

Project Type: Feasibility **O**   Planning **O**   Implementation **O**   Enhancement **O**

Project Factors (check all that apply):

      Hardware **O**   Network **O**   Applications Development **O**

      COTS   **O**   Training **O**   Systems Integration   **O**

      BPR   **O**

Project Architecture (check all that apply):

      Mainframe **O**   Distributed **O**   Web/Browser **O**

      DB2/UDB **O**   Oracle   **O**   SQL/Server   **O**

      JAVA   **O**   Other   **O**   specify: _____

Brief Description: *Provide a clear, concise statement summarizing what the project aims to achieve and who will benefit from its successful implementation.*

3. AGENCY AUTHORIZATIONS

Agency Business Authorization:

      Name _____   Date _____

IT CIO Approval:

      Name _____   Date _____

For ITS/ETS Use Only:
   Staff Concurrence: *(name)*   Date: MM/DD/YYYY
                                 Posted to Master Inventory: MM/DD/YYYY

State Agency

Information Technology

PROJECT CHARTER

DRAFT

Project Name:	
Project Acronym:	
Date Completed:	
IT Project Manager:	

1. MISSION STATEMENT AND OBJECTIVES

In this section, the Client and IT Project Manager develop and refine the business requirements and project objectives.

1.1 MISSION STATEMENT

Provide a clear, concise statement summarizing what the project aims to achieve and who will benefit from its successful implementation.

1.2 HIGH LEVEL BUSINESS REQUIREMENTS

Define the Client Sponsor's expectations in terms of the specific functional and/or technical needs that the project must address. Business requirements must be consistent with the Mission described in Section 1.1 and will be used to define the Objectives in Section 1.3.

1.3 OBJECTIVES

Identify measurable targets or goals to assess whether the project succeeds in addressing the business requirements defined in the Project Request (e.g., "net reduction in cost of service" or "reduction in time required to process an invoice for payment").

2.   PROJECT DEFINITION

In this section, the IT Project Manager and the Client collaborate in defining the recommended solution strategy and approach for satisfying the business requirements and objectives defined in Section 1. High level deliverables and scope exclusions are identified and the project organization and roles are defined.

2.1   PROPOSED STRATEGY

Briefly outline the scope and general approach for a project that will address the requirements and objectives described in Part 1 of the Project Charter.

2.2   HIGH LEVEL DELIVERABLES

Generally describe the key interim and final products, services and/or documents to develop for this project (e.g., installed and tested system or application, training/training materials, users manual, etc.).

2.3   ITEMS NOT IN SCOPE (SCOPE EXCLUSIONS)

List or describe items that will be expressly excluded from the scope of this project. The intent of this section is to identify specific activities, work products, deliverables, etc. that will not be performed as part of this project.

2.4   PROJECT ORGANIZATION AND ROLES

*Define the roles and reporting relationship of individuals involved in executing the project and/or approving and using project deliverables. **Use the Project Organization template or alternate and include this support document in the Appendix of this Project Charter.***

3.   RISK ASSESSMENT AND MITIGATION

The Client and the IT Project Manager jointly identify potential risks for each project. Preliminary mitigation strategies are also documented detailing how these risks may be minimized, avoided or eliminated. If there are notable constraints or assumptions to consider in this project, these issues can be evaluated in the Risk Assessment as well.

A Risk Assessment form (with instructions) is available to facilitate this process. **Completed forms should be included in the Appendix of this Project Charter.** Using the results from this assessment, indicate the overall project risk in the table below.

RISK ASSESSMENT
Overall Project Risk: ☐ Low   ☐ High

4.   PROJECT SCHEDULE AND COST

In this section, the IT Project Manager records estimated project cost and schedule information. The IT Project Manager has a choice to either complete the standard Cost Estimate Worksheet or prepare alternative documentation to demonstrate how the project cost estimate was derived. **This supporting documentation must be included in the Appendix of this Project Charter.**

4.1 PROJECT COST	*4.2 PROJECT SCHEDULE*
Estimated Total Hours: _____	*Estimated Start Date:* _____
Estimated Total Cost*: _____	*Estimated End Date:* _____

* Costs from sections 4.1 Estimated Total Cost, 5.1 and 5.2 should all be equal.

5. PROJECT FUNDING

In Section 5.1, identify the budgetary unit(s) that will fund the project and enter an estimate for the portion of the total project cost (in dollars) allocated to each.

5.1 BUDGETARY COST DETAIL	
Budgetary Unit *(List each budgetary unit assuming a share of the project costs)*	**Budget Cost Allocation ($)**
1.	
2.	
3.	
4.	
5.	
6.	
TOTAL*	

* Costs from sections 4.1 Estimated Total Cost, 5.1 and 5.2 should all be equal.

In Section 5.2, identify funding sources obtained to finance this project. Provide summary details or other identifying information (e.g., grant number, name of state agency, etc.) and enter the amount, in dollars, for each funding type to be used. Also enter the approximate percentage of state funds used for each funding type.

5.2 FUNDING TYPE, DETAIL AND BUDGET SUMMARY			
Funding Type *(Check all Applicable)*	**Funding Detail/Identifying Information**	**Funding Amount** *(in dollars)*	**%State Funds Used**
☐ *None Specified*			
☐ *Grant, Federal*	1.		
	2.		
	3.		
	4.		
☐ *Other State Agencies*	1.		
	2.		
	3.		
☐ *Legislative Appropriation*	1.		
	2.		
☐ *Other*	1.		
	2.		
	3.		
	Total*		

* Costs from sections 4.1 Estimated Total Cost, 5.1 and 5.2 should all be equal.

6.   POST IMPLEMENTATION SUPPORT

Estimate the net annual cost to provide post implementation maintenance and support for any new system or system upgrades that this project will facilitate. Add lines to document estimated annual costs for year 6 and beyond, if required.

Also, identify the budgetary unit(s) responsible for these maintenance and support services and estimate the percentage of the annual costs that these units will assume.

6.1 ESTIMATED NET ANNUAL MAINTENANCE AND SUPPORT COSTS	
Year 1	
Year 2	
Year 3	
Year 4	
Year 5	

6.2 BUDGETARY RESPONSIBILITY	
Budgetary Unit *(list)*	**Est. Percentage of Costs Assessed**

7. PROJECT JUSTIFICATION

The Client and IT Project Manager prepares a business case, cost-benefit analysis or other similar documentation to demonstrate verifiable and quantifiable benefits of the project. **Include a copy of the justification (or executive summary version) in the Appendix of this Project Charter.**

8. PROJECT MANAGEMENT

Indicate which project management tool will be used to maintain the project schedule and manage resources.

PROJECT MANAGEMENT	
What project management scheduling tool will be used to manage the project?	☐ SAP Project System ☐ MS Project ☐ MS Excel ☐ Calendar ☐ Niku ☐ Other (specify below) _____

9. APPROVALS

Once all prior sections of the Project Charter are complete, the IT Project Manager reviews the document with the Client, IT Fiscal/Budget Officers and appropriate IT Managers. The IT Project Manager makes any necessary revisions to the Project Charter and obtains the approvals indicated in the Section 9.1. Additional approvers may be added, if required.

9.1 PROJECT CHARTER APPROVALS

PROJECT ROLE	NAME	SIGNATURE	DATE
Client Sponsor			
IT Project Manager			
IT Unit Manager			
IT Branch Manager			
IT Fiscal/ Budget Officer			

In Section 9.2, the IT Project Manager or PMO documents CIO approval or deferral of the project. If the project is deferred, provide a short explanation of the reason(s).

9.2 CIO APPROVAL	
CIO Project Approval Status ☐ *Approved* ☐ *Deferred*	CIO Signature: Date:
Reason if deferred:	

In Section 9.3 document external approvals required for IRMC certified projects. Do not complete this section if IRMC certification is not required.

9.3 EXTERNAL APPROVALS				
APPROVAL	STATUS (SELECT)	APPROVER (NAME)	SIGNATURE	DATE
State Budget Officer	Yes			
State Controller	Yes			
IT Architecture	Yes			
Security	Yes			
Statewide IT Procurement	Yes			
Project Approach/ Management	Yes			

10. IRMC CERTIFICATION

Indicate the project's IRMC certification status below.

IRMC CERTIFICATION STATUS		
IRMC Certification Status	☐ Project is certified ☐ Certfication not required	

APPENDIX

SUPPORTING DOCUMENTS

A. PROJECT REQUEST

Include the Project Request that initiated the work described in this Project Charter.

B. PROJECT ORGANIZATION

Include the Project Organization document referenced in Section 2.4 of this Project Charter.

C. RISK ASSESSMENT AND MITIGATION

Include the Risk Assessment document referenced in Section 3 of this Project Charter.

D. COST ESTIMATE

Include the Cost Estimate document referenced in Section 4 of this Project Charter.

E. PROJECT JUSTIFICATION

Include the Project Justification document referenced in Section 7 of this Project Charter.